

Message Text

UNCLASSIFIED

PAGE 01 BERN 00550 01 OF 02 111028Z
ACTION EB-08

INFO OCT-01 EUR-12 ISO-00 USIA-15 /036 W
-----111032Z 006122 /11

P 110845Z FEB 77
FM AMEMBASSY BERN
TO USDOC WASHDC PRIORITY
SECSTATE WASHDC PRIORITY 3884

UNCLAS SECTION 1 OF 2 BERN 550

USDOC

EO 11652: N/A
TAGS: BEXP, SZ
SUBJ: FY 78 COUNTRY COMMERCIAL PROGRAM - SWITZERLAND

REF: 76 STATE A-5960; 76 STATE 309488

1. HERewith RECOMMENDATIONS OF EMBASSY BERN AND CONGEN
ZURICH ON SECTIONS II AND III OF FY 78 CCP. FORMAT
HAS BEEN MODIFIED AND UNNECESSARY WORDS OMITTED TO REDUCE
CABLE LENGTH. ALTHOUGH WE CONSIDER AREAS SELECTED FOR
CAMPAIGNS OR SPECIAL EFFORTS THE MOST DESIRABLE ONES ON BASIS
INFO NOW AVAILABLE, WE WELCOME FURTHER WASHINGTON SUGGESTIONS
ON PRODUCTS AND INDUSTRIES AS WELL AS ON SUPPORTING ACTIONS.

2. SECTION II - PERSONNEL RESOURCES LIST
E/C PERSONNE: BERN - FSO3 POL E/C OFFICER
E W KEMPE, COUNSELOR FOR POL, ECON AND COMMERCIAL
AFFAIRS: COMMERCIAL ATTACHE (NAME AND RANK OF NEW
INCUMBENT NOT KNOWN); FSO4 E/C OFFICER E W BIZIC,
ECON OFFICER; FSO5 COMMERCIAL OFFICER M T BARRY,
ASST COMM ATTACHE; FSS6 SECTY REGINGA D OLTON;
FSL1: SENIOR REPORTING ASST D SCHAUBACHER;
FSL1: SR RPTG ASST P WETTSTEIN; FSL2 RPTG ASST
W WIEDMER; FSL4: SECTY - ELSBETH ALTMANN; FSL6:
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 BERN 00550 01 OF 02 111028Z

CLERK - E PICHLER; FSL6: CLERK - DORIS FLUEHMANN.
ZURICH - FSO5: E/C OFFICER - B G SCARLIS;
FSL2: RPTG ASST - P FREI; FSL6: CLERK - REBECCA GRAF
CONTRIBUTORY PERSONNEL BERN - PUBLIC AFFAIRS
OFFICER - E GREEN; AGRIC ATTACHE - H F WALTERS;
DEFENSE ATTACHE - COL E F GREEG JR.

3. SECTION III - CAMPAIGN DEVELOPMENT. (NOTE:
CAMPAIGNS ARE PRIORITY
RANKED AND NUMBERED IDENTICALLY. I.E., CAMPAIGN 1 IS
RANKED 1, ETC)

CAMPAIGN 1, POLLUTION CONTROL EQUIPMENT. MGR: WIEDMER.
OBJECTIVE AND RATIONALE (O&R): CONTROL OF POLLUTION, WITH
PARTICULAR EMPHASIS ON STRICT WATER STANDARDS, IS A MAJOR
CONCERN OF INFLUENTIAL CIRCLES IN THE SWISS POPULATION AND
OF THE SWISS GOVT. BOTH ZURICH AND GENEVA PLAN TO
RE EQUIP THEIR WASTE WATER TREATMENT PLANTS WITH SOPHISTICATED
ANALYTICAL INSTRUMENTS AND ADVANCED INDUSTRIAL DATA
PROCESSING EQUIPMENT TO CONTROL THE SYSTEM. THE CONSTRUCTION
EACH YEAR OF 80 TO 100 NEW TREATMENT PLANTS AND
THE RE EQUIPPING OF OTHER EXISTING FACILITIES ALSO
OFFER EXTENSIVE OPPORTUNITIES FOR SALES OF US
POLLUTION CONTROL INSTRUMENTS, WHICH ENJOY AN EXCELLENT
REPUTATION FOR RELIABILITY AND ADVANCED DESIGN. OVERALL
ANNUAL EXPENDITURES IN THE FIELD ARE EXPECTED TO REMAIN
AT THE CURRENT IMPRESSIVELY HIGH LEVEL OF \$550 TO 600
MILLION. THE PLANNED TRADE MISSION/SEMINAR WILL OFFER
PARTICIPATING US FIRMS EXPOSURE TO A WIDE RANGE OF
PRIVATE AND PUBLIC SECTOR DECISION MAKERS IN THIS
EXTREMELY IMPORTANT FIELD. ACTIONS: 1 SUPPORT TRADE
MISSION/SEMINAR (DATE DISCUSSED IN SEPARATE TELEGRAM).

2. SUBMIT MARKET UP-DATE FOR USE IN LANNING TM/SEMINAR.

3. REINFORCED AND EXPAND CONTACTS WITH ASSOCIATES,
UNCLASSIFIED

UNCLASSIFIED

PAGE 03 BERN 00550 01 OF 02 111028Z

GOVT AGENCIES, END USERS AND POTENTIAL REPS. 4. PLACE
THEMATIC ARTICLES FURNISHED BY WASHINGTON IN NEWSLETTER AND/OR
TRADE PRESS. 5. SUBMIT 4 TOS PER QUARTER. 6 UP DATE
FTI.

CAMPAIGN 2, COMPUTERS AND PERIPHERAL EQUIPMENT. MGR: SCHAUBACHER
O&R: SWITZ HAS THE GREATEST COMPUTER DENSITY IN EUROPE
AND IS THE SECOND LARGEST PER CAPITA USER OF EDP SYSTEMS IN
THE WORLD. THE TOTAL SWISS MARKET FOR COMPUTERS AND PERI-
PHERALS, WITHOUT SERVICES AND SOFTWARE, IS ESTIMATED AT \$
113 MILLION IN 76 AND WILL REACH 175 MILLION BY 1980.
WHEREAS TOTALLY FLAT YEARS ARE EXPECTED FOR BIG SYSTEMS,
THE PROSPECTS ARE BRIGHT FOR US SUPPLIERS OF
DATA TRANSMISSION SYSTEMS, MINI AND MICROCOMPUTER SYSTEMS
AND COMPONENTS, AND INTELLIGENT TERMINALS. EXCELLENT
OPPORUNITIES ALSO EXIST FOR MICROCOMPUTER ANDMEMORY
ADVANCED COMPONENTRY WITH APPLICATIONS IN THE INDUSTRIAL
CONTROL, TEST INSTRUMENTS, TELECOMMUNICATIONS AND ELECTRONIC
WATCHES. THE SCHEDULED ACTIONS WILL HELP INTRODUCE SWISS

PROSPECTIVE DISTRIBUTORS AND ENDUSERS TO THE LATEST DATA
PROCESSING TECHNIQUES IN WHICH THE US IS A CLEAR LEADER.
ACTIONS: 1. SUPPORT US EXHIBITS AND TC SHOWS FEATURING
PRODUCTS IN THIS FIELD. 2. ATTEMPT TO ORGANIZE FBP TRIP
TO WESCON, LOS ANGELES, SEPT 1978. TARGET: 12 PARTICIPANTS

3. UP-DATE FTI. 4. REINFORCE AND EXPAND CONTACTS WITH
LEADING ENDUSERS AND POTENTIAL REPS. 5. SUBMIT 2 TOS PER
QUARTER. 6. FOLLOW UP CONTACTS WITH KEY PROSPECTS
IN SWISS INDUSTRY ESTABLISHED THROUGH COURSES GIVEN BY
INTEGRATED COMPUTER SYSTEMS AND THROUGH TWO FBP TRIPS TO
NATL COMPUTER CONF AND EXPOSITION(JUNE 77) ORGANIZED
BY EMBASSY. 7. VISIT BUFA OFFICE AND EDP EQUIPMENT FAIR
IN ZURICH (NOV 77) TO RENEW AND ESTABLISH CONTACTS
WITH DISTRIBUTORS AND OTHER KEY PROSPECTS, AND PREPARE REPORT
ON FAIR. 8. PLACE THEMATIC ARTICLES FURNISHED BY WASHINGTON
IN NEWSLETTER AND TRADE PRESS.
UNCLASSIFIED

UNCLASSIFIED

PAGE 04 BERN 00550 01 OF 02 111028Z

CAMPAIGN 3, PROCESS CONTROLS: MGR: WIEDMER
O&R: HIGHLY INDUSTRIALIZED SWITZERLAND IS TRADITIONALLY
GOOD MARKET FOR ADVANCED US PROCESS CONTROL EQUIPMENT.
DESPITE A DECLINE IN SALES DURING THE PAST TWO YEARS
OF ECONOMIC UNCERTAINTY, THERE ARE NOW MANY INDICATORS
OF NEW GROWTH IN THE FIELD. MUCH EXPANSION OF PRODUCTIVITY
IN THE LAST TWO DECADES HAS BEEN ACCOMPLISHED BY IMPORTING
FOREIGN LABOR, WITH RELATIVELY LESS EMPHASIS ON RATIONALIZATION
OF MANUFACTURING FACILITIES, WITH THE RESULT THAT MANY
INDUSTRIES HAVE NOT KEPT PACE WITH DEVELOPMENTS IN PROCESS
CONTROLS. IN ORDER TO STRENGTHEN ITS FOREIGN COMPETITIVENESS,
EXPORT-ORIENTED SWISS INDUSTRY IS NOW DETERMINED TO LOWER
COSTS AND INCREASE PRODUCTIVITY, AND THE SWISS GOVT IS
CONSIDERING TAX INCENTIVES FOR FIRMS INVESTING IN MODERN
FACILITIES. THE SWISS MARKET FOR PROCESS CONTROL EQUIPMENT
BROADLY DEFINED IS ESTIMATED AT \$230 TO \$300 MILLION OF
WHICH US FIRMS, WITH THEIR REPUTATION FOR INNOVATION AND
RELIABILITY, COULD SECURE A SIGNIFICANT SHARE. A KEY ELEMENT
OF THE CAMPAIGN WILL BE PARTICIPATION IN ILMAC. ACTIONS:

1. ATTEMPT TO ORGANIZE FBP TRIP TO INSTRUMENTATION/AUTO-
MATION CONF AND EXHIBITION, PHILADELPHIA, OCT 78.

2. CATALOG EXHIBIT AT ILMAC, BASEL, SEPT 78.

3M SUBMIT MARKET UP-DATE FOR USE IN PLANNING ILMAC EXHIBIT.

4. CALL ON AT LEAST 16 END USERS AND POTENTIAL REPS.

5. SUBMIT FOUR TOS PER QUARTER.

6. PLACE THEMATIC ARTICLES FURNISHED
BY WASHINGTON IN NEWSLETTER AND/OR TRADE PRESS.

CAMPAIGN 4, BUSINESS EQUIPMENT AND SYSTEMS. MGR: SCHAUBACHER.
UNCLASSIFIED

UNCLASSIFIED

PAGE 05 BERN 00550 01 OF 02 111028Z

UNCLASSIFIED

NNN

UNCLASSIFIED

PAGE 01 BERN 00550 02 OF 02 111040Z
ACTION EB-08

INFO OCT-01 EUR-12 ISO-00 USIA-15 /036 W
-----111051Z 006192 /12

P 110845Z FEB 77
FM AMEMBASSY BERN
TO USDOC WASHDC PRIORITY
SECSTATE WASHDC PRIORITY 3885

UNCLAS SECTION 2 OF 2 BERN 550

O&R: THE USE OF ADVANCED BUSINESS EQUIPMENT BY SWISS FIRMS
IS BEING SPURRED BY THE HIGH COST OF LABOR AND THE COUNTRY'S
ROLE AS A MAJOR INTERNATIONAL TRADING AND FINANCIAL
CENTER. AMERICAN DESIGNED EQUIPMENT DOMINATES THE MARKET
IN SWITZ, EVEN THOUGH THE MAJORITY IS IMPORTED FROM
US MULTINATIONAL CORP'S MANUFACTURING IN EUROPE.
IN FY 78, SALES ARE EXPECTED TO REACH \$200 MILLION, AND
IMPORTS FROM US ARE EXPECTED TO RISE (AT A FASTER PACE
THAN THOSE FROM OTHER COUNTRIES) TO PERHAPS \$25 MILLION.
ALTHOUGH THE RECESSION HAS BADLY AFFECTED THE SALES OF
CONVENTIONAL EQUIPMENT, THE PROSPECTS ARE GOOD FOR INTELLIGENT
TERMINALS, PAPER WORK HANDLING SYSTEMS MICROFILM EQUIPMENT
AND ADVANCED COPIERS, ELECTRONIC BANKING MACHINES, CALCU-
LATORS, WORD PROCESSING EQUIPMENT, AND ELECTRONIC ACCOUNTING
MACHINES. THE CAMPAIGN ACTIONS WILL HELP SUSTAIN THE STEADY
DEMAND FOR AUTOMATED BUSINESS EQUIPMENT WHICH HAS TRADITIONALLY
BEEN SUPPLIED BY US FIRMS. ACTIONS WILL EMPHASIZE TRADE
MISSION, FBPI TRAVEL AND SUPPORT OF US EXHIBITS AND TC SHOWS.
ACTIONS: 1. SUPPORT US EXHIBITS AND TC SHOWS IN THE FIELD.

2. ATTEMPT TO ORGANIZE FBP TRIP (IN CONJUNCTION WITH CAMP. 2) TO WESCON, LOS ANGELES, SEPT 1978. 3. REINFORCE AND EXPAND CONTACTS WITH KEY PROSPECTS. 4. SUBMIT AT LEAST FIVE TOS PER QUARTER. 5. VISIT BUFA FAIR IN ZURICH TO ESTABLISH AND RENEW CONTACTS WITH KEY PROSPECTS AND SURVEY TRENDS IN LOCAL MARKETS. 6. FOLLOW UP WITH CONTACTS IN LOCAL BUSINESS EQUIPMENT TRADE ESTABLISHED THOROUGH FBP TRIP TO UNCLASSIFIED

UNCLASSIFIED

PAGE 02 BERN 00550 02 OF 02 111040Z

NATLL COMPUTER CONF AND EXPOSITION (JUNE 77). 7. PLACE THEMATIC ARTICLES FURNISHED BY WASHINGTON IN NEWSLETTER AND/OR TRADE PRESS. 8. SUPPORT TRADE MISSION (FEB 78). 9. UP DATE FTI. CAMPAIGN 5, ENERGY SYSTEMS. MGR: WETTSTEIN O&R: SWITZ INAUGURATED IN OCT 76 WHAT MAY WELL BE ITS LAST HYDROELECTRIC POWER PLANT. THE COUNTRY'S ECONOMICALLY EXPLOITABLE RESOURCES OF WATER FOR ELECTRIC POWER PRODUCTION HAVE FINALLY BEEN EXHAUSTED, BUT LOCALLY PRODUCED ELECTRIC POWER FROM BOTH HYDROELECTRIC AND NUCLEAR SOURCES MEET ONLY ABOUT 18 PERCENT OF SWITZ'S ENERGY NEEDS, WITH OIL PROVIDING FULLY 80 PERCENT OF TOTAL NEEDS. WITH THE UNCERTAINTY OF FUTURE OIL SUPPLIES, THE GOVT IS STRIVING TO INCREASE THE NUMBER OF NUCLEAR POWER STATIONS AND AT THE SAME TIME DEVELOP ALTERNATIVE SOURCES. ONLY SOLAR ENERGY IS REALISTICALLY CAPABLE OF BECOMING A GENUINE IF MINOR ALTERNATIVE SOURCE IN THIS COUNTRY. IN BOTH THE NUCLEAR AND SOLAR FIELDS, AMERICAN TECHNOLOGICAL SUPERIORITY IS ACKNOWLEDGED, AND INDUSTRY AND BUSINESS LEADERS LOOK TO THE US AS THE MAJOR SOURCE OF INNOVATION AND EQUIPMENT. THE US EXHIBIT AT NUCLEX AND TWO SPECIAL SOLAR ENERGY EVENTS OFFER US FIRMS EXCELLENT EXPOSURE TO SWISS BUYERS AND REPS: ACTION: 1. SUPPORT US EXHIBIT AT NUCLEX (OCT 78). 2. SUPPORT PARTICIPATION BY US FIRMS IN SPECIAL SOLAR ENERGY EXHIBIT AT SWISS INDUSTRIES FAIR, BASEL (SPRING 78). 3. ORGANIZE SEMINAR ON US STATE OF THE ART IN SOLAR ENERGY (CONCURRENT WITH EXHIBIT, ACTION 2). 4. PROMOTE FBP TRAVEL TO SPECIALIZED EVENTS AND TO LEADING SOLAR EQUIPMENT AND COMPONENT MANUFACTURERS IN US. 5. COLLECT BUYERS GUIDES AND CATALOGS FROM MAJOR US SOLAR ENERGY EXHIBITS IN US AND ABROAD AND USE IN EXPANDING CONTACTS AMONG END USERS AND POTENTIAL REPS AND IN RE-INFORMING CONTACT WITH SWISS SOCIETY FOR SOLAR ENERGY.

6. SUBMIT FOUR TOS PER QUARTER. 7. PLACE THEMATIC ARTICLES FURNISHED BY WASHINGTON IN NEWSLETTER AND/OR TRADE PRESS. UNCLASSIFIED

UNCLASSIFIED

PAGE 03 BERN 00550 02 OF 02 111040Z

8. UP DATE FTI.

CAMPAIGN 6, CONSUMER GOODS. MGR: FREI

O&R: THE CONTINUING FAVORABLE FRANC/DOLLAR EXCHANGE RATE MAKES ANUMBER OF CATEGORIES OF US CONSUMER GOOD PRICE COMPETITIVE IN SWITZERLAND. THERE ARE ALSO PROMISING SIGNS THAT CONSUMER SPENDING IS ON THE RISE AGAIN. SALES PROSPECTS ARE IMPROVING FOR CONSUMER ELECTRONICS, SPORTS AND LEISURE EQUIPMENT AND CLOTHING, TOYS AND GAMES, LAWN AND GARDEN EQUIPMENT, HOUSEHOLD APPLIANCES AND HARDWARE, DO IT YOUR SELF ITEMS, AND CLOTHING. IN MANY OF THESE FIELDS,US FIRMS CAN OFFER PRODUCTS INCORPORATING NOVEL FEATURES, EXCELLENT DESIGN AND CRAFTSMANSHIP, AND HIGH QUALITY AND DURABILITY.THE GLOBUS ISP WILL BE A HIGHLIST OF THE CAMPAIGN. OTHER CTIONS WILL INCLUDE SPECIAL EMPHASIS ON OFFERING EXPOSURE IN SWITZ TO PARTICIPANTS IN US EXHIBITS AND TC SHOWS ELSEWHERE IN EUROPE. ACTIONS: 1. SUPPORT ISP ANT MAGAZINE ZUM GLOBUS (NOV/DEC 77). 2 SUPPORT FBO PTRVEL (WHEN FEASIBLE IN CONCERT WITH OTHER POSTS IN EUROPE) TO MAJOR EXHIBITS IN US. 3. PROMOTE TRAVEL BY SWISS BUSINESS MEN TO TC CONSUMER GOODS SHOWS AT PARIS AND MILAN 4. ORGANIZE CATALOG SHOWS AT EMBASSY IN CONNECTION WITH TC SHOWS. 5. EXAMINE POSSIBILITY OF MINI-TRADE MISSION TO SWISZERLAND BY PARTICIPANTS IN US CONSUMER ELECTRONICS SHOWS AT TRADE CENTERS OR INTL FAIRS IN EUROPE. 6 COOPERATE WITH USDOC IN PROMOTING PARTI- CIPATIN BY US FIRMS IN SWISS CONUMER GOODS FAIRS. 7. REINFORCE AND EXPAND CONTACTS WITH IMPORTERS AND DISTRIBUTORS OF CONSUMER GOODS, USING PRODUCT LITERATURE FROM ADS REQUESTS AND TC SHOWS. 8. SUBMIT FIVE TOS PER QUARTER. 9. PLACE THEMATIC ARTICLES FURNISHEC BY WASHINGTON IN NEWSLETTER AND/ OR TRADE PRESS. 10. UP DATE FTI.

CAMPAIGN 7, VISIT USA. MGR: (NEW COMMERICAL ATTACHE)

O&R: SWISS TRAVEL TO US ROSE DRAMATICALLY DURING THE BI- ENTENNIAL PERIOD, AND SPECIAL EFFORTS SHOUD BE MADE TO HOLD AND INCREASE US SHARE OF SWISS FOREIGN TRAVEL. THE FRANC/DOLLAR EXCHANGE RATE WHICH HAS MADE VISITS UNCLASSIFIED

UNCLASSIFIED

PAGE 04 BERN 00550 02 OF 02 111040Z

TO THE US SHARPLY LESS EXPENSIVE IN RECENT YEARS WILL CONTINUE TO ENTICE TRAVEL BY SWISS AS LONG AS IT STAYS NEAR THE 1974-1977 LEVEL. VISIT USA COMMITTEE ACTIVITIES WILL FEATURE SEMINARS FOR TRAVEL AGENTS AND PROMOTION OF FAMILIARIZATION TRAVEL TO THEUS BY AGENTS AND JOURNALISTS. ACTIONS: 1. CONTINUE DEVELOPMENT OF VISIT USA COMMITTEE AND COORDINATION WITH USTS REGIONAL OFFICES. 2. UP DATE LISTING OF KEY TRAVEL AGENCIES. 3.ORGANIZE AND SUPPORT FAMILIARIZATION TRAVEL BY TRAVEL AGENTS AND JOURNALISTS. 4. CONDUCT SEMINARS TOR TRAVEL AGENTS ON FACILITIES FOR TRAVEL TO AND IN THE US. 5. CONDUCT SEMINARS PROMOTING

CONVENTION AND INCENTIVE TRAVEL TO US. 6 COOPERATE
WITH USTS IN SELECTING SWISS DELEGATES TO USTS:DATO POW WOW.
7. PLACE PROMOTIONAL ARTICLES AND MATERIALS
FURNISHED BY WASHINGTON IN NEWSLETTER AND/OR PRESS.

3. SECTION IV, OTHER SPECIAL POST EFFORTS, FOLLOWS BY
SEPTEL.
DAVIS

UNCLASSIFIED

NNN

Message Attributes

Automatic Decaptioning: X
Capture Date: 01-Jan-1994 12:00:00 am
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Sent Date: 11-Feb-1977 12:00:00 am
Decaption Date: 01-Jan-1960 12:00:00 am
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01-Jan-1960 12:00:00 am
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1977BERN00550
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D770049-0621
Format: TEL
From: BERN
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1977/newtext/t19770251/aaaabt看.tel
Line Count: 340
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: d6fef5c7-c288-dd11-92da-001cc4696bcc
Office: ACTION EB
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 7
Previous Channel Indicators: n/a
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: 76 STATE A-5960, 76 STATE 309488
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 15-Oct-2004 12:00:00 am
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 3347527
Secure: OPEN
Status: NATIVE
Subject: FY 78 COUNTRY COMMERCIAL PROGRAM - SWITZERLAND
TAGS: BEXP, SZ
To: COM STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/d6fef5c7-c288-dd11-92da-001cc4696bcc
Review Markings:
Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
22 May 2009
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009